



## ABSTRACT AND BIOGRAPHY

### Assessing Project Managers

As the profession of project management grows, it is time to move beyond knowledge-based certifications. In this presentation, you will learn how to use the performance-based competency standard developed by the Global Alliance for Project Performance Standards (GAPPS) to assess your project managers ... and improve your project management.

GAPPS, formed in 2002, is a not-for-profit professional association with members on five continents. (NASA is currently a member.) The GAPPS philosophy is to collaborate with all segments of the global project management community to develop performance-based competency standards as a basis for transportability, transferability, and mutual recognition of qualifications. In order to facilitate collaboration, GAPPS develops standards but does not offer certification. In addition, all GAPPS standards are available for free.

The GAPPS project manager standard, released in 2005, was developed in association with all of the world's leading project management associations. It includes six "units of competence" covering topics such as managing stakeholder relationships, ensuring product acceptance, and managing project transitions. The standard addresses both project managers and senior project managers with the two roles differentiated based on management complexity of the projects involved.

In this presentation, we will cover the advantages and disadvantages of both performance-based and attribute-based competency assessment. We will also explain the overall structure of the standard by presenting sample elements of competence and performance criteria. Finally, you will have a chance to do a self-assessment against part of the standard!

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William R. Duncan is the Director of Consulting for Project Management Partners, a project management consulting and training firm headquartered in Lexington, MA USA. He currently chairs the Board of PMCert, the certification body of the American Society for Advancement of Project Management (*asapm*). He is the former Director of Standards for the Project Management Institute, Inc. (USA).

Mr. Duncan has over thirty years of management and consulting experience including five years with a major international consulting firm. He was the primary author of the original (1996) version of *A Guide to the Project Management Body of Knowledge*. With over 2,000,000 copies distributed worldwide, this seminal work is the most widely used project management guide in the world today.



# PROJECT MANAGEMENT CHALLENGE 2009

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Mr. Duncan has authored over 40 articles for publications such as *The Project Management Journal*, *PMNetwork*, *Projects@Work*, and *Chief Projects Officer*. He has been chosen "Speaker of the Year" by three different project management professional associations. He has presented papers at conferences sponsored by *asapm*, PMI, AIPM, IPMA, FOSTAS, and others.

He continues his extensive volunteer service as one of the founding members of the Global Alliance for Project Performance Standards (GAPPS) which has published a framework for global performance-based competency standards for project managers.

Mr. Duncan has helped clients in North America, Latin America, Europe, and Asia improve their organizational competence in project management. Major clients include Camp Dresser & McKee, China National Communications, Codelco, EMC2, Entergy Corporation, First Data Resources, Golden Telecom, Investors Group, Liberty Mutual Insurance, Manitoba Telephone, One-S, Polaroid, Schlumberger, Sybase, and Texas Instruments.

He is a 1970 graduate of Brown University in Providence, RI and has done post-graduate work at Boston University and Northeastern.